



**NSCAD UNIVERSITY**  
**STUDENT EXPERIENCE PLAN 2018-2020**  
***COLLABORATING FOR ACADEMIC SUCCESS***

June 25, 2018

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UNIVERSITY

NSCAD University's Strategic Framework 2015-2020



# NSCAD UNIVERSITY

## OFFICE OF STUDENT EXPERIENCE PLAN 2018-2020

### COLLABORATING FOR ACADEMIC SUCCESS

Prepared by Jim Barmby, Associate Vice-President Student Experience and Registrar

## EXECUTIVE SUMMARY

NSCAD University's Office of Student Experience led the development of this plan to provide supplementary support necessary for student academic success, an essential component of institutional success. Institutional success includes quality programs, predictable and sustainable enrolment growth, and financial vitality. The four pillars of *NSCAD University's Strategic Framework (Nurture, Curiosity, Connect and Steward)* provide the plan's structure.

Nurture, in the context of the *Student Experience Plan*, refers to recognizing and addressing the individual needs of students as they pursue their academic objectives and become independent, confident and resourceful members of a professional community of visual artists, craft persons and designers. At the same time, we understand our faculty and staff have specific needs necessary for them to meet their responsibilities to students. Our plan outlines a range of collaborative actions that help us address these needs.

Curiosity, as it relates to Student Experience, motivates learning by providing opportunities for potential students to engage with NSCAD University, and opportunities for NSCAD University students to engage with the world outside the classrooms and studios. We will deploy a variety of strategies to further ignite curiosity, which we detail within this plan.

Connect relates to one of the most commonly cited characteristics of life as a student at NSCAD University; a sense of community. As strong and as prevalent as the sense of community may be, it does not come easily or quickly to new students. As well, maintaining a sense of community requires constant attention and renewal. The plan to follow details how we will improve student rates of retention, persistence and success, which reinforces a sense of community in the process.

Steward, that is, to effectively manage data, records and resources, is perhaps the most critical mandate of Student Experience. To this end, documenting procedures becomes an important exercise to ensure processes are clear, understood and either met or identified as in need of review and revision. Four basic management steps – analysis, planning, acting and evaluation – when applied to three basic areas of management – marketing, operations and finance, result in a long list of priorities that we examine in this plan.

The *NSCAD University Student Experience Plan* is a living document subject to change, but nonetheless firmly anchored in the premise that coordination and collaboration, in addition to sufficient guidance, support and resources, are essential to assurances of an exceptional student experience, a compelling narrative, and a secure and prosperous future for NSCAD University.

The development of this plan was consultative. Leaders in all departments and divisions received an overview of the context of the plan, the need for it, and the opportunity to contribute. Many informal conversations took place with faculty, students and staff in all divisions. Each recognized the potential for NSCAD University in terms of the growth, the quality of education provided, and of once again being recognized as one of the best art and design schools in the world.



NSCAD University Vision and Eight Mission Goals





## The NSCAD Student Narrative through Collaboration

The role of student services typically includes all functions necessary for students to enroll in a program, to ensure support for academic studies is provided as needed, and to guide the formal transition of students to their new status as alumni with a future of new opportunities and possibilities. In recognition that these and other activities are a complex mix of services and responsibilities that are integrated with other functional areas across the institution, NSCAD University established in 2016 a new position, Associate Vice President, Student Experience & Registrar.

As the name suggests, the Office of Student Experience recognizes the need to offer more than student services; it is intended to enrich the NSCAD student experience by working collaboratively at all levels, and in all branches of the institution, to make the *NSCAD University Strategic Framework* evident to all. With its four pillars (*Nurture, Curiosity, Connect* and *Steward*) and eight mission goals, the *Strategic Framework* provides the conditions necessary for institutional success and extraordinary results.

With the objective of offering the best possible learning experience while making the best possible use of resources, Strategic Enrolment Management is the development and application of strategies resulting from the collection and analysis of data related to the student experience. When effectively executed, these strategies produce a strong, positive and relevant narrative about each student.

The beginning of each narrative is the emerging talent and aspirations of each student, and a growing awareness of the opportunities available at NSCAD University. The middle of the narrative is the growth of the student as a member of the NSCAD University community, including formal and informal learning, the opportunities to expand one's horizons, and the relationships that often last a lifetime. The third phase is when the student graduates and embarks upon a career as an alumni. A NSCAD University graduate is a student for life; the lives, careers and accomplishments of alumni are essential to the NSCAD University narrative.

The NSCAD University *narrative* is highly dependent on the NSCAD student *experience*.

There is much enlightening, positive and helpful information available to the general public about NSCAD University, whether online, through the media, or at public events. Interest in NSCAD University as an institution is generated through this publicity, but much greater interest is invariably generated when the narratives are focussed on the students, rather than the institution.

The power of storytelling is well documented, and when the story of a NSCAD University student is told we can be certain it will resonate with many among the general public: potential students, their parents, business and industry, community leaders and government officials. NSCAD University has many stories to tell about its students over its 130 year history. It has told a great many of these stories, and told them well. However, other narratives from other sources have arguably compromised NSCAD's reputation, thereby affecting student enrolment demand and the ability to ensure a secure, viable and independent future. The NSCAD student narrative must counteract and overwhelm other narratives by providing a steady stream of stories about NSCAD students that are positive, compelling and relevant to the general public.

*A well-structured, rewarding and authentic student experience forms the basis of an effective student narrative. To provide that student experience, a collaborative effort among all areas of the university is required.*



## *Where Collaboration Happens at NSCAD*

Most of the student experience takes place in the classroom, lab or studio with the guidance and support of faculty guided by the *NSCAD Academic Plan: Towards 2020* and under the direction of the Vice President, Academic and Research. A lesser portion of the student experience is comprised of interaction by the students with staff under the leadership of the Vice President, Finance and Administration, and this interaction is primarily in the areas of tuition and fees, facilities and security. The student experience also includes the provision of general and promotional communications about the university and, critically important to many students, the management of scholarship programs. These last two areas are under the leadership of the Associate Vice President, University Relations.

The remaining elements directly associated with the student experience include student recruitment, admissions, registration, and a wide-ranging mix of services to students including student records, academic advising, disability services, off-campus programs, internships, international student support, financial aid advising, and access to counselling services. These and other accountabilities as they arise are the responsibility of the Associate Vice President, Student Experience.

These two Vice Presidents, the two Associate Vice Presidents, and the President comprise the senior management team, which holds ultimate responsibility for the collaborative activities and outcomes associated with this plan.

The *Student Experience Plan* is a roadmap for the future. It will

- Direct further development of the various functions and resources of the Office of Student Experience, with a view to providing the best possible student experience outside the classroom, lab or studio.
- Dovetail with a concurrent planning exercise, the Strategic Enrolment Plan, which is under the direct supervision of the President's Office and focuses specifically on admissions, marketing and associated management resources and practices.
- Call upon greater collaboration among the four divisions represented by the four senior officials mentioned above, and at all levels within the university.

The four pillars of *NSCAD University's Strategic Framework*, *Nurture*, *Curiosity*, *Connect* and *Steward*, also serve as the pillars of the *Student Experience Plan*, with each pillar serving as a common reference point for each of four groups of priorities and actions.

Like the *NSCAD Academic Plan: Towards 2020*, the *Student Experience Plan* is an action plan; a plan to improve the student experience and thus the narrative for NSCAD University. It is a series of steps that will be taken, as resources become available over the next three to five years, to ensure that all NSCAD students enjoy an exceptional experience from the moment they first engage with NSCAD as a prospective student until the moment they embrace a promising future as a member of our alumni.

As *NSCAD University's Strategic Framework* states explicitly, long-term goals and extraordinary results require a collaborative approach, an approach that requires mutual respect, trust, collegiality and taking pride in our collective efforts. Collaboration means having common goals and coordinated objectives. Collaboration also means being open, honest, positive and caring; it means sharing ideas and concerns; and it means accepting that the best idea wins, which may not be in agreement with the most popular or seemingly obvious view.

The *Student Experience Plan* is a living document subject to change, but nonetheless firmly anchored in the premise that coordination and collaboration, in addition to sufficient guidance, support and resources, are essential to

assurances of an exceptional student experience, a compelling narrative, and a secure and prosperous future for NSCAD University.

Finally, and perhaps most importantly, the *Student Experience Plan* is an essential component of the NSCAD brand, which is the promise we make – and keep – to our students, the public, government officials, and ourselves.

## **Guiding Principles**

Policy guides decision-making. We *apply* policy, which is based on an understood or stated principle. In circumstances where a policy cannot be applied, an exception to policy may be made provided the principle on which it is founded is not compromised.

Procedures are predetermined decisions. We *follow* procedures, but they are in constant need of review due to changes in technology, personnel, circumstances, resources and policy. Documenting procedures and their revisions is essential to maintaining productivity.

Technology can replace tasks but not responsibility for those tasks or the accountability for the quality of the work requiring those tasks. For every reasonable expectation of NSCAD University by students, faculty or staff, there must be a person assigned the accountability.

An institution is an instrument of its values, and NSCAD University's values are clearly stated in its *Strategic Framework*. Where these values appear to be compromised, corrective action is required by the person held accountable.

Given the goals and objectives of the *Student Experience Plan*, students, faculty and staff must have the direction and support they need to be successful in achieving their individual objectives.

## **Emerging Trends Affecting Post-Secondary Education**

Increasing demands upon post-secondary institutions for accountability to government by demonstrating educational program cost-effectiveness.

Declining demographic numbers of Maritime students from traditional age and socio-economic groups.

Increased expectations to overcome real and perceived barriers to post-secondary education experienced by under-represented demographic groups.

Increased family interest and involvement in the personal and academic affairs of the typical student.

Speed of interaction with students is increasing through continuously evolving technology, leaving face-to-face interaction less frequent but still more preferred by students and faculty alike.

Greater demand for individualized student services on a 24/7 basis.

Reflecting a trend in the general population, a growing proportion of the student population is seeking assistance in addressing high levels of anxiety, diagnosed mental illness, and difficulties transitioning to personal independence.



NURTURE

## ACTIONS AND PRIORITIES

### **NURTURE:** *Recognize and address the individual needs of students, faculty and staff.*

In recent years, there has been greater acceptance by institutions that the number of recognized barriers to learning is increasing. Approximately 20 per cent of the general population in Canada has sought help in addressing mental health issues, and in 2017-2018 approximately 16 per cent of NSCAD students sought some form of counselling or assistance.

In a recent survey of NSCAD University students about counselling, 46 per cent of the responding students agreed that on-site counselling helped them stay enrolled in their studies, which indicates that on-site counselling is an effective student retention strategy. However, at present on-site counselling is available 24 hours per week, which might not be sustainable if enrolment increases as anticipated.

Other needs are becoming more prevalent as well. The transition from some Indigenous communities to a university campus may not be smooth or sure-footed for some students. With increased numbers of international students comes an increased need for supplementary language training, despite having met any minimum standards for English as a Second Language. The transition to NSCAD University from other institutions also requires attention, as transfer, exchange and visiting students have not had the same opportunity as their classmates to develop themselves in earlier semesters as established members of the NSCAD University community.

Staff and faculty have also suggested the need for more professional development opportunities. Professional development provides great value to the university, offering greater personal fulfillment, further career advancement and retention within the university.

To support the development and success of our students, faculty and staff, we will

- Establish a continuing means to provide on-site counselling that will, at minimum, serve student needs throughout the academic year. Students would continue to benefit from psychological services already available to them through the student health care plans.
- Enhance and strengthen current mental health and well-being programs, including peer mentorship, online support and a renewed provision for qualified counselling. The current arrangement to provide access to a qualified psychologist has proven to be successful. However, other resources are available to help meet physical health needs as well, and steps will be taken to encourage students to explore a greater range of wellness opportunities available to them.
- Ensure an individualized approach to students with disabilities, in addition to complying with the Province of Nova Scotia's Accessibility Act. Facilities on the Fountain Campus make accessibility extremely challenging. While plans for more accessible alternative facilities are still in the development stage, resources will continue to be deployed to ensure physical access is sufficient. In the interim, the needs of each student with a physical disability will determine the scheduling of classrooms and the installation of access improvements.
- Respond to the *Truth and Reconciliation Commission's Calls to Action* by seeking out and acting on opportunities to indigenize the institution. Working with the Association of Atlantic Universities, NSCAD University will continue to support the delivery of related curricula, including transition planning, orientation, advising and mentoring.

- To enable Indigenization on campus and support the transition of Indigenous and other minority groups to academic studies at NSCAD University, a Community Connections Officer will be established as a key member of NSCAD University in the further development of community among the university's current students, faculty and staff. The officer will also have responsibilities for engagement with members of Indigenous and other minority groups in the region in order to further enhance student diversity, retention and program completion.
- Increase accessibility to academic advising through effective user-friendly online services. Currently a great deal of time and manual labour is required to obtain and review individual student files, identify academic objectives and course options, and make selections that meet requirements for graduation. Most of the time students are simply seeking verification of their status and the choices they wish to make, information that can easily be provided to students with reliable and affordable technology in operation at most other institutions. Through the purchase of tried and tested technology, a significant portion of the time and energy expended by NSCAD's academic advisors could be redirected to other pressing and unmet priorities.
- Increase access to financial aid advising and assistance, including U.S. student eligibility for Title IV student loans. Working with the Office of Finance and Administration, new strategies for the collection of outstanding fees are being developed, including the provision of bridging gaps in a student's cash flow. The initiative will recognize that NSCAD University is not in the position of serving as a financial institution, but those students providing assurances that sufficient funds will be received within an acceptable timeframe may be accommodated.
- Establish responsive protocols for the prevention of sexual violence and support for victims. Security measures on NSCAD's campuses may provide a sense of security and safety, but further measures are required. NSCAD University is participating in an Association of Atlantic Universities initiative that will establish standards and procedures for preventing sexual violence, reporting it, and attending to the needs of the victims as they return to their studies. NSCAD University will adopt and apply these standards and procedures.
- Provide English as a Second Language (ESL) tutorial opportunities to international students, in partnership with the Office of Academics and Research. As the numbers of international students increase, so have the needs for enhanced language tutorials. Despite having met minimum standards for ESL testing, international students can be prone to misunderstanding nuance, jargon and cultural references, compromising their potential for academic success in the process.
- Increase support to basic skill development in writing and researching in partnership with the Office of Academics and Research. Increasing numbers of students are seeking assistance in improving their writing skills, skills that are essential to success in many of their courses. New strategies need to be developed to meet this increasing need, perhaps in conjunction with other needs being met, such as ESL tutorials and accessibility to NSCAD information and resources.
- Provide staff and faculty with opportunities for professional development and growth in a range of areas including financial management, policy development, human resources, planning, supervision and conflict resolution. Investments in employees are investments in the future of the institution. Professional development brings greater knowledge, skill and professionalism to the workplace, improves morale, lowers staff turnover, and is a key factor in succession planning. Within resources available, Student Experience will work with other departments to respond to requests for professional development.

# CURIOSITY



***CURIOSITY: Promote heightened motivation in learning by providing opportunities for potential students to engage with NSCAD University, and opportunities for NSCAD University students to engage with the world outside the classrooms and studios.***

Curiosity ignites learning. How do we nurture it? Make information easily accessible. Enable travel. Bring people together. These are effective ways of stimulating interest in new opportunities, such as a NSCAD University education, or in different cultures and eras.

NSCAD supports student engagement with the world beyond its campuses. We can develop and promote more opportunities through the travel subsidy program and by working with faculty, alumni and partner organizations. This enables students to experience a wider and more meaningful scope of engagement with people and organizations throughout the world.

We will further stimulate curiosity by

- Creating a Visitor Centre to promote NSCAD University's economic, social and cultural relevance to Nova Scotia, Canada and the world. The Visitor Centre will extol a strong, positive and definitive NSCAD narrative, and serve as an easily accessible and informative Admissions office and interpretive centre.
- Promote transfer opportunities available to students with previous post-secondary experience by increasing accessibility to information about previously awarded transfer credit to NSCAD University, by developing orientation and support programs specifically for transfer students, and by improving the process for collaboration with faculty and academic administration for the evaluation and awarding of credit not previously considered for transfer.
- Supporting opportunities for more students to augment their formal learning through travel. NSCAD University's Travel Subsidy program supports student participation in conferences and visits to art museums and related visual arts events, often in small groups. Recently larger groups have been organized, benefitting a greater number of students for generally the same cost. Student Experience will continue to work with faculty and the Office of Academics and Research to develop and support greater numbers of group travel events through a revised travel policy.
- Developing and promoting mentoring opportunities for students to interact with alumni. NSCAD University alumni live and work around the world. Working with University Relations and the NSCAD Alumni Association, Student Experience will create more mentoring opportunities for students to meet, interact and benefit from networking with visual arts professionals worldwide.
- Expanding student exchange opportunities. To be effective, NSCAD University articulation agreements need to be animated regularly by requiring interaction between NSCAD and its correspondent institutions. One of the most effective ways to enliven a relationship between two organizations is an exchange of students and/or faculty. In future, based on a set of minimum standards and protocols to be developed, all articulation agreements will require an annual or semi-annual exchange of information, resources or people in order to ensure the agreement remains active and beneficial to students.
- Creating a career services strategy. Career opportunities following graduation may come in many forms, from independent enterprises to contract work, to salaried employment. Working with University Relations and the NSCAD Alumni Association, Student Experience will create a career services strategy, a resource for students and potential students. This strategy will promote and document the opportunities

enjoyed by NSCAD alumni; provide information, support and direction, and a network of alumni mentors for graduating students as they launch their careers.

- Increasing opportunities for paid internships. Internships are an excellent way to kick-start a career. Experiential learning under the supervision of an employer provides a means of learning skills and developing professionalism, and may lead to employment. Many jurisdictions have employment law based on the principle that unpaid internships must be training programs with specified learning outcomes as a benefit. Where there are no course credits awarded by a post-secondary institution, there must be some alternate form of benefit to the student, such as temporary paid employment, travel or skill certification. Recognizing this principle, the Office of Student Experience is committed to working with University Relations and the Office of Academics and Research to further increase opportunities for paid internships.



JOHN  
CONNECT

## **CONNECT: *Enable and promote student engagement within the NSCAD University community.***

Students tell us that a sense of community within NSCAD is perhaps the strongest common positive quality of their experience as students. Students form many friendships and build networks that are likely to last throughout their professional lives. However, students have also told us this sense of community tends not to take hold until the second year of studies when they are working in smaller groups, and their level of interaction and interdependency on each other is much higher than during the initial foundation semesters.

The sense of community at NSCAD University is very strong and tangible, but it needs to be developed much sooner, specifically at the commencement of studies, and there needs to be greater certainty that it will include all students in all phases of their studies. A sense of inclusiveness and belonging within a post-secondary community is essential to the university sustaining strong student retention and academic success, and inevitably improves the important student narrative discussed earlier.

To this end Student Experience will

- Work with faculty and SUNSCAD to develop and deliver a new undergraduate student orientation program enabling new students to meet and interact with other new students, faculty and senior students immediately upon the commencement of their studies. This orientation will be highly engaging while enabling new undergraduates to learn about the culture of professionalism, a safe working environment, and the care and mutual respect expected by members of the NSCAD University community. Expectations of students will be made explicit in a thoughtful and caring way, including steps to take and how to conduct oneself when various types of situations and concerns arise. We will ensure student engagement through inclusive and accessible initiatives in which students experience a strong sense of community membership, support for academic success, and recognition and acceptance.
- Continue to further develop our positive and open relationship with SUNSCAD to bring students an even more enriching and rewarding experience. SUNSCAD plays a key role in further developing a learning environment that is engaging, caring and professional.
- Work with faculty and SUNSCAD to develop and deliver events and programs to address issues that are specific to the needs of Indigenous, international and transfer students. The transition to NSCAD University by these students can be especially bewildering and cause for anxiety and apprehension and we need to identify and address these needs as well.
- Develop a hub of student activity on each campus. In addition to orientation programs and events, welcoming spaces for all students are needed. The Learning Commons and the Student Lounge are examples of spaces freely available to students, but without a resource person actively engaging with students, these spaces are more transient in character, with activity that is often sporadic, temporary and not especially welcoming to others. Student Experience will work with the Office of Academics and Research to develop, under the guidance of the Community Connections officer, a hub of student activity on each campus where drop-in or scheduled tutorials are offered, chairs and tables are welcoming, and a friendly conversation and support are highly likely.

Regardless of the program or campus in which a student is primarily based, there should be a consistently high level of quality in every student's experience in terms of access to facilities and services, academic support, collegiality and safety. We continually consider, develop and implement strategies to ensure these objectives are met.



# STEWARDS

## **STEWARD: Develop effective data and resource management systems, policies and processes.**

To achieve this, reviewing, documenting and revising procedures becomes an important exercise to ensure they are clear, understood and either followed or considered for review and revision. Four basic management steps – analysis, planning, acting and evaluation – must be conducted and applied to each of three basic areas of management – marketing, operations and finance.

- Marketing (identifying student needs and fulfilling them) has been the subject of significant analysis. NSCAD has a plan to substantially increase its ability to identify sources of potential students, engage with them, and encourage them to explore how NSCAD programs can meet their learning needs.
- Operations (transforming resources into value) within the Office of Student Experience are in great need of revitalization to better serve the needs of students, increase efficiencies in collaborative processes with other departments, and protect the integrity of academic data that represents the quality of teaching and learning at NSCAD University.

### **Reviews and revisions of policies and procedures.**

- Academic Appeals
- Academic Status terms of reference
- Application to Graduate
- Auditing Credit Courses
- Declaration of Major and Minor
- Double Degree Criteria
- Enrolment Confirmation
- Excused Student Absences
- Forms (i.e. all forms)
- Grade Appeal terms of reference
- Graduate Studies Admissions and Selection Process
- Graduate Student and Topics Courses
- Mid-Term Grades
- Probation: Suspension and Expulsion terms of reference including absenteeism
- Rights, Privileges and Responsibilities (supplanting the Student Charter)
- Satisfactory Academic Progress
- Scholarships and Bursaries
- Spring and Summer Semester scheduling and fee assessment
- Standardized Syllabus Template
- Standardized Template for Scheduling and Common Free Periods
- Student Code of Conduct
- Student Exchange Policy
- Students Resuming After Extended Absence
- Transfer Credit
- Trespassing
- Undergraduate Selection Process
- Universal Accessibility to Exams
- WHMIS Requirements for Entry into Classrooms Studios and Workshops

*Outcome: Full documentation of policies and procedures that are more efficient, effective and coordinated, thus serving the interests of students, faculty and the public at an optimum level.*

**The acquisition of technology to ensure greater efficiencies in student advising, data management and institutional reporting.**

- Automated academic advising (Colleague Student Planning Module)
- Data clean-up and establishment of standard maintenance procedures
- Digital storage of all records
- Graduate audits
- Reporting (external)
- Association of Atlantic Universities (AAU)
- Association of Independent Colleges of Art and Design (AICAD)
- Maritime Provinces Higher Education Commission (MPHEC)
- Nova Scotia Department of Labour and Advanced Education (LAE)
- Reporting (internal)
- Career Outcomes
- Recruitment
- Retention
- Enrolment (general and by demographic)
- Graduation

*Outcome: Technology implementation that will significantly improve the above functions, providing better service to students and relieving staff of time-consuming, inefficient, manual operations in the process.*

**An organizational review to ensure the appropriate assignment and execution of accountabilities, sufficient direction and support to staff to ensure success in their responsibilities, and opportunities for further training and development.**

- Academic calendar
- Academic records management and digitization processes
- Accreditation by Association of Independent Colleges of Art and Design (AICAD)
- Articulation agreements
- Budget formulation
- Business process documentation
- Centralized Services for International Students
- Counselling sufficient to meet demand
- Course assignments
- Data analysis resources sufficient to meet demand
- Financial aid
- Front counter support (Fountain Campus and Port Campus) sufficient to meet demand
- Graduating application, processing and ceremony
- Graduate student recruitment and admissions processes
- Job descriptions and performance reviews
- Responding to survey and report requests
- Retention initiatives
- Standardized scheduling of time periods and availability for academic meetings
- Transcripts (official and unofficial)

*Outcome: Registrar Office functions that ensure greater coordination of staff resources, communications and job satisfaction, improving services to students and other members of the University in the process.*

### **Communication and Interdepartmental Collaboration.**

- Internal communications
  - Locating all Student Experience functions, including Admissions, under one roof
  - Improving interim communications between Student Experience and Admissions staff
- Intra-University communications with other NSCAD University units
  - Scheduling a common free hour in the student timetable
  - One-Stop Information and Service Centre for Students Kiosk” on each campus
  - Email and Windows-based protocols
- External Communications
  - Website protocols to ensure currency and accuracy of information available to students and the public

*Outcome: Greater ease for staff and faculty to communicate and appreciate the work of others, resulting in greater understanding, cooperation and efficiencies serving the needs of students.*

- Finance (the management of revenues) is a responsibility Student Experience shares with the Office of Finance and Administration, and requires meeting explicit standards for cooperation and coordination.

Collaboration between the two offices is essential in the development and implementation of protocols in the following areas

- Enrolment projections
- Financial Bridging Policy
- Financial sustainability practices
- Forecasting
- Space requirements
- Student Travel Subsidy Policy
- Student scholarships
- Tuition Credit and Refund Policy

*Outcome: Improved revenue generation, greater value in expenditures, and improved coordination in achieving objectives common to the Student Experience and the Office of Finance and Administration*



## NURTURE

STUDENT EXPERIENCE	OUTCOME	TIMING
Counselling services	Assured and affordable access	September 2018 and ongoing
Mental health and well-being programs	Enhanced and strengthened	September 2018 and ongoing
Students with disabilities	Ensured of an individualized approach	September 2018 and ongoing
Truth and Reconciliation Commission's Calls to Action	An Indigenized institution	September 2108 and ongoing
Financial aid	Increased access to online information on advising and assistance	September 2018 and ongoing
Sexualized violence policy	Responsive protocols for prevention and support for victims	December 2019
English as a Second Language	Tutorial opportunities to International students	September 2019
International students	Support for needs specific to International students	September 2019
Writing and research	Support for basic skill development expanded to meet needs	September 2019

# CURIOSITY

STUDENT EXPERIENCE	OUTCOME	TIMING
Public Relations/Recruitment	Visitor Centre	Spring 2020
Promote transfer credits	Expand coordination of transfer credit information for better access	September 2019
Curriculum enhancement	Expanded Travel Subsidy Program	September 2019
Curriculum enhancement	Established student-alumni networking opportunities	September 2019
Recruitment	Animated articulation agreements	September 2019
Curriculum enhancement	Expanded student exchange opportunities	September 2019
Public Relations/Recruitment	Career information and placement services	September 2020
Curriculum enhancement	Expanded paid internship opportunities	September 2019

# CONNECT

STUDENT EXPERIENCE	OUTCOME	TIMING
Undergraduate orientation	Immediate strong sense of belonging, success and friendships among new undergraduates	September 2018
Student governance	Enhanced strong, positive relationship between SUNSCAD and NSCAD Administration	September 2018
International, Indigenous and transfer students	Orientation programming for specific groups of students, based on identified needs, in cooperation with SUNSCAD	September 2019
Informal student interaction with staff and among other students	Hubs of informal student activity on each campus anchored by staff	September 2020

# STEWARD

STUDENT EXPERIENCE	OUTCOME	TIMING
Marketing	Increased recruitment and admissions capacity	HESA
Technology efficiencies in academic advising, the collection and analysis of data, enrolment management processes, internal reports and reports to external agencies	Technology implementation that will significantly improve the above functions, providing better service to students and relieving staff of time-consuming, inefficient, manual operations in the process	Acquisition in 2018-19 with full implementation by September 2019
All policies and associated procedures in Student Experience portfolio reviewed, revised as necessary and documented	Full documentation of policies and procedures that are more efficient, effective and coordinated, thus serving the interests of students, faculty and the public at an optimum level	Immediate commencement with completion by April 2020
All service functions of the Registrar's Office reviewed, improved as necessary and documented	Registrar Office functions that ensure greater coordination of staff resources, communications and job satisfaction, improving services to students and other members of the University in the process	Immediate commencement with completion by April 2019
Communications and Interdepartmental Collaboration	Recruitment and Admissions relocation for optimal interdepartmental efficiency	As facilities become available
Timetable standardization	Common free hour in weekly schedule for staff and student meetings	Standardized Schedule in 2019-20  Common free hour 2020-21
Efficient and effective website management protocols established	Greater ease for staff and faculty to communicate and appreciate the work of others, resulting in greater understanding, cooperation and efficiencies serving the needs of students	When new website is fully implemented
Financial implications reviewed, and revised protocols established, in partnership with the Office of Finance and Administration	Improved revenue generation, greater value in expenditures, and improved coordination in achieving objectives common to the Student Experience and the Office of Finance and Administration	Immediate and completed by end of 2018-19 fiscal year



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5163 Duke Street, Halifax, NS B3J 3K6, Canada  
902.494.8251 [www.nscad.ca](http://www.nscad.ca)